

State of California

# County of Marin



County System Improvement Plan Update

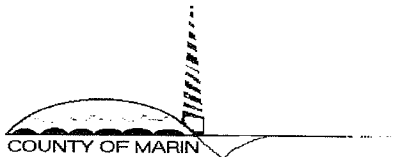
2011

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Note: Updated information will be in bold type. Updated bold info will be underlined

California Child Welfare Outcomes and Accountability System



**2011 County Improvement Plan Update**

**EXECUTIVE SUMMARY**

The System Improvement Plan (SIP) is one of three activities mandated by the California-Children and Family Services Review (C-CFSR, 2004) that helps counties assess the effectiveness of child welfare practices across child safety, permanency and stability as well as family connections and youth and child well-being. The C-CFSR, operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting of program outcomes. The C-CFSR includes several processes which together provide a comprehensive picture of county child welfare practices. The principle components of the system include: Quarterly Outcome and Accountability Data Reports published by the California Department of Social Services (CDSS); County Peer Quality Case Reviews; County Self-Assessments; County Three-Year System Improvement Plans and annual Updates; and State Technical Assistance and Monitoring.

Marin County Department of Health and Human Services, Children and Family Services (CFS) and Probation's Juvenile Division partnered to each complete all three mandated improvement segments: the PQCR, the County Self Assessment and The County System Improvement Plan (SIP). The SIP is the improvement plan for change based on the review of one outcome area of practice in the PQCR and all county child welfare outcome data in the County Self Assessment Process. **This is the annual update of that plan.**

**Findings**

Marin enjoys one of the highest standards of living in the State however the most significant trends for child welfare are a rapidly growing Hispanic population, one of the highest housing costs in the nation, and the fact that poverty disproportionately affects minority households in Marin County.

Marin is a small county and collaboration among service providers allows many opportunities for both government agencies and community partners to develop and implement innovative programs. The SIP process resulted in innovative ideas and commitments from local agencies and stakeholders to further improve the safety and lives of children and families in Marin

## Marin County CWS/Probation SIP

County. For the next **two** years Marin County child welfare services and juvenile probation will **continue** to focus on the following improvement efforts:

### Key Initiatives

**Safety and Prevention** – Support early detection of risk and underlying factors associated with child abuse, neglect and delinquency and respond with effective, high quality services that decreases risk and improves the lives vulnerable children and families.

- **Marin will continue its efforts to strengthen communication program service delivery throughout the continuum of child welfare services in Marin County between child welfare, probation and community providers and stakeholders. In the last year, quarterly meetings have begun hosted by Marin Advocates for Children.**
- **In the last year, all CFS staff, including supervisors and managers have been offered advanced SDM training. In the coming year, Marin will continue its efforts to enhance the use of this tool.**
- **Marin CFS continues to struggle with Re-entry into Care. In the next year, Marin County CFS will be instituting an assessment meeting when a child is moving toward return to family to discuss timeframes and service delivery.**
- **Marin County is now contracting with Seneca Center to provide the Sustaining Families wraparound program. Marin will continue to work with Seneca Center to bring this program up to capacity, serving 24 families.**

**Permanency and Well Being** – Marin County continues to build its capacity to offer children stable, permanent homes where they can grow and develop. **The first choice for this is with family.** If that is not possible then a nurturing, mature family able to meet an individual child's needs must be found. **In the last year, Marin Co CFS focused on improving families understanding of the options for them as well as improving permanency options for children and families with high needs. Great progress has been made in forming alliances with FFA's to provide Therapeutic Foster Homes for children with high needs. These efforts will need sufficient time to pass in order to assess their effectiveness.** Probation will focus on continuing to improve family reunification practices and services for children and families involved with the probation system.

- **Continue to strengthen the consistent use of the risk and safety and needs tools through on-going services. As noted above, advanced training on the tool has been completed.**
- **As part of Marin's review of concurrent planning practices it has been determined that an assessment meeting will be introduced to make the best possible decisions for children and families.**
- **Continue the use of Icebreaker meetings between parents and foster parents to assist with facilitating a relationship between the two.**
- **Continue efforts to provide more knowledge and resources for staff to be able to work with families and foster families on offering increased legal permanency for children.**
- **Continue efforts to develop foster homes as "resource families" for all ages of children and develop homes for sibling sets.**

## **Marin County CWS/Probation SIP**

- **Marin CFS and Juvenile Probation will continue to** explore the feasibility of developing a kinship support program for child welfare and probation. **In this last year it was determined that an initial placement option would not be helpful.** A survey of relative and NREFM caregivers to evaluate their needs for education, support and resources **has not been completed and is planned for the coming year.**

### **Family Reunification – Juvenile Probation**

- Develop a formalized group process for transitioning children from placement within 90 days of planned discharge.
- Work with group home programs to shorten lengths of treatment and enhance their services to help the child maintain family connections and include the parents and other family members in the treatment.
- Develop methods for engaging parents in the case plan, in particular engaging Spanish Speaking parents.
- Develop practices for connecting and recording possible relative and NREFM placements for Probation youth.
- **Continue efforts to develop stronger relationships with the Independent Living Program.**

### **Key Prevention Initiatives**

In addition to the above improvements Marin County continues to offer high quality prevention and intervention services through its strong partnering and relationships with community providers. They are a key component to be able to prevent child abuse from occurring and/or reoccurring in the County. Key programs include:

#### **Novato Human Needs**

Amigos de la Familia is a bilingual in-home intensive program run by Novato Human Needs to reduce child abuse and strengthen families that serve at risk and vulnerable children and their families.

#### **Canal Alliance**

Canal Alliance is a bilingual case management program addressing child abuse/neglect prevention and intervention. It has been shown to strengthen existing family structure, collaborate with the Marin County Differential Response Program, and prevent child abuse. Special attention is paid to serving children and families in their own home and communities.

#### **Youth Pilot Program**

Marin continued to utilize its PSSF Allocation to supplement funding for the Youth Pilot Program (YPP),.

#### **Marin Advocates for Children**

Child Abuse Prevention

#### **Center for Restorative Practice-(Youth Pilot Program)**

The Center for Restorative Practice serves children who are in placement or at imminent risk of out-of-home placement and their families. These selected youth may be at risk of placement in

## **Marin County CWS/Probation SIP**

the Mental Health System, Juvenile Probation and/or Social Services. It utilizes a family team meeting model to support families in keeping children from entering out of home placement or to facilitate their foster home environment in facilitating stability and to prevent higher levels of placement.

*Heather Roman*


## California's Child and Family Services Review System Improvement Plan


<b>County:</b>	Marin
<b>Responsible County Child Welfare Agency:</b>	Department of Health and Human Services Division of Social Services
<b>Period of Plan:</b>	April 2010 – April 2013
<b>Period of Outcomes Data:</b>	<u>JAN2011 Data Extract Q2 2010 and APRIL2011 Data Extract Q3 2010</u>
<b>Date Submitted:</b>	<u>May 12, 2011</u>

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### Submitted by each agency for the children under its care

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<b>Signature:</b>	

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<b>Signature:</b>	

### Board of Supervisors (BOS) Approval

<b>BOS Approval Date:</b>	
<b>Name:</b>	
<b>Signature:</b>	

## Marin County CWS/Probation SIP

### I. CWS/Probation Narrative

This SIP Update includes data from the following sources:

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved May 12, 2011 from University of California at Berkeley Center for Social Services Research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

Children's Research Center SafeMeasures® Data. Marin County. Retrieved May 12, 2011 from Children's Research Center website. URL: <https://www.safemeasures.org/ca/>

#### A) Outcomes Needing Improvement

Marin County is a small County with excellent practice and services. **Despite the fact that Marin County decreased the number of children coming in to out of home care in the past 5 years by half, the last year has seen an increase of children in care. It is too soon to tell if this is a solid trend, but CFS is trying to make sure that children and families needs are met with best practices. In the most recent (April, 2011) Child Welfare Services Outcomes System Summary data, Marin County is not meeting the federal standard for S.1 No Recurrence Of Maltreatment where the county is currently performing at 93.1% of the federal standard and C1 Reunification Composite (where C1.4 Re-entry following reunification is bringing the whole composite down). The very small placement numbers in Marin County makes these numbers very volatile. In spite of this, Marin recognizes that there is a problem with return to placement and is planning to implement an assessment meeting prior to any recommendation to reunify to validate the decision to reunify and assure that all services are in place to assist the family to be successful. Marin CFS is also working with the court and community partners to explore the possibility of bringing parent partners to Marin with the expectation that this would be a vital support to help families once reunification is accomplished. Marin continues to struggle with C.3 Long Term Care Composite and shows to be at 33.1% of the federal goal as of the third quarter of 2010. The very small numbers of children in long term care continues to make for very volatile statistics.**

In the County Self-Assessment process the suggested outcomes for Child Welfare improvement included S.1 No Recurrence of Maltreatment, C.3.3 Long Term Care, in care three years or longer and 4B Least Restrictive Placement, Relative.

For Probation the suggested outcome was Family Reunification. **Probation will continue to work on this outcome in the next year.**

During the SIP it was discussed that the County focus its efforts on the three child welfare outcomes, S.1 No Recurrence of Maltreatment, C3.3. Long Term Care, in care three years or longer and 4B Least Restrictive Placement and Probation focus on Family Reunification.

#### 1) S.1 No Recurrence of Maltreatment

This was the focus area for Child Welfare for the County PQCR. **Marin has made improvements in this area.**

1) Filing more Family Maintenance cases has been an effective strategy and may be responsible for some of the improvement.

2) The structure of the agency has changed from discreet units built around tasks to two teams, each comprised of a program manager, supervisors



and staff from ongoing, adoptions and emergency response. Intake, licensing and support staff are also part of the teams. This has improved communication between emergency response and ongoing. Communication is better between the emergency response social workers and supervisors.

3) There has been more of an emphasis on following the standardized risk and safety Structured Decision Making (SDM) tools between the emergency response supervisors and social workers. All staff and supervisors have had advanced training in SDM. The amount of petitions filed has increased but it is impossible to tell if this increase is due to greater use of SDM or to the economic downturn.

Marin is maintaining its excellent practices in this area and continues to support an emphasis on voluntary and family maintenance services. Families are supported very early on when risk and safety factors that comes to the attention of the Department. This support assists families to build their capacity before removal is necessary. Marin County CFS continues it's partnering with CalWORKS through the Linkages program to coordinate services to families with child welfare referrals. In addition Marin County provides drug and alcohol, mental health and child care services to families with child welfare referrals. Marin County has used its PSSF funding to support offering enhanced voluntary family maintenance services to families through their family group conferencing program. Marin County was an early adopter of the Structured Decision Making risk and safety tool. In the last year, Marin has provided advanced training in using SDM and believes that this will increase the effective use of this tool. County social workers are noted by the community, child welfare parents and foster parents for being client focused, engaging, non-blaming and supportive. Parents dealing with drug problems report caring, helpful Social Workers. All of these excellent practices have supported the county in improving their outcome in this area and decreasing the number of children who have had to enter out of home care.

2) C3.3. Long Term Care, in care three years or longer

The County is currently performing (April, 2011 Child Welfare Summary data) at 50% of the federal standard in this measure. This is an improvement over the prior year. A recent review of Safe Measures shows that the number of youth emancipating from foster care has gone down from eight in the year ending 9/10 to 5 in the year ending 3/11. While this is a positive change, the conditions that have caused Marin County to struggle with this measure remains; foster and relative caregivers are reluctant to give up the support of the court, even when they take guardianship of a child. When a caregiver asks the court to retain jurisdiction, the court invariably agrees. In addition, Marin continues to have issues with incorrect data. Efforts to educate staff and caregivers will continue in the next year.

In the latest review of CWS/CMS two children were found to be incorrectly identified as in foster care. When numbers are small, a two child error makes a

big difference. In the coming year, Marin CFS plans to work closely with staff to identify data issues and correct them.

It should be noted that Marin County continues to take an in-depth individual approach with children and families. Social workers and supervisors assess effectively for family strengths and abilities and treat families with respect. This translates into an excellent understanding of family and child characteristics which supports good matching with well-known in-county foster parents and relatives. This is reflected in Marin County's continuing positive outcomes in Placement Stability.

### 3) 4B Least Restrictive Placement, Relative

The County has local foster homes where the many of the children are placed (68% of first time placements and 39% of point in time placements) that support good placement stability. Marin is proud that placement with Kin has increased from 23.9% in 4/10 to 29.1% in 4/11 according to Safe Measures. Some of this improvement is due to the development of an emergency placement process to help emergency response staff make the initial placement with relatives. Marin County is currently looking to revise the visitation standard to make it easier for relatives to care for children. Marin also has aggressive practices for timely reunification; this practice supports permanency for children with medium to high probabilities for returning home. Currently social workers are diligently searching for relatives and pursuing kin care placements.

### 4) Probation – Family Reunification

Marin County Probation utilizes a number of programs to assist children and families with building their educational and parental skills to support early intervention. Probation has various community based treatment programs that are offered to the minors and their families. In addition Probation has an active wraparound program for families when they first come to the attention of Probation. These services include mental health, mentoring, family and parent skill building, working with the school to better support a child's education and other individualized services to meet each family's needs. Probation has on-site location and partnerships with mental health and the evidenced based practices of Functional Family Therapy and Multidimensional Family Therapy. Also located on-site, Probation offers families and youth in Juvenile Hall Aggression Replacement Training (ART). **Probation, along with mental health staff, also facilitates ART groups at the County Community School.** In addition Probation has provided training to Probation Officers in the evidenced based practice; Motivational Interviewing which focuses on the child and parent's needs and internal motivations to change.

Several of the youth currently in Probation placement are Hispanic and there are no group homes located in Marin County. All children have to be placed out of the county and this makes it difficult for the parents to visit, stay connected and attend treatment. In the last year gas cards have been provided by the Probation for parents to facilitate their visits with their children. Children can do well in placement and build skill, making positive changes. However when they return home if the parents have not been able to participate in parental education and support groups, they are not prepared to have the children home. In addition many of the youth are not U.S. citizens. When they return to the community it is hard to access employment and other services that would create healthy transitions to adulthood. Other challenges cited for returning

## **Marin County CWS/Probation SIP**

youth successfully back to the community was the need for more positive collaboration with the schools and assistance with children who have gang affiliations.

## Marin County CWS/Probation SIP

### B, Program Improvement Plan (PIP) SIP Support

CWS has chosen the safety measure S1.1 No Recurrence of Maltreatment as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 6:** Implementation of the Statewide Safety Assessment system: Strengthen and measure implementation of safety, risks, strengths and needs assessment.

**Supportive SIP Strategy 1.2** *Further enhance implementation and best practice by consistent use of the Structured Decision Making risk and safety tool throughout the child welfare continuum of service. In the last year Marin has offered advanced SDM training to all staff making the tool more relevant to their work. Front end tools are used consistently In the coming year, Marin will continue to work toward full usage, emphasizing the back end tools.*

**PIP Strategy 4:** Expand options and create flexibility for services and supports to meet the needs of children and families.

**Supportive SIP Strategy 1.3:** *Strengthen the capabilities and capacity of at risk families to adequately parent their children by implementing the Sustaining Families wraparound program. In the last year, Marin has successfully implemented the Sustaining Families wraparound program, creating more support for birth, relative and foster families.*

CWS has chosen the permanency measure, C3.3 Long Term Care in care three years or longer as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 6:** Implementation of the Statewide Safety Assessment system: Strengthen and measure implementation of safety, risks, strengths and needs assessment.

**Supportive SIP Strategy: 1.2** *Expand and continue usage of SDM risk and safety tools in on-going services. CWS has fully implemented the full spectrum of SDM tools including the Strengths and Needs Assessment as well as the reunification tool. Further efforts will focus on supporting consistent use and advanced skill development as well as understanding by supporting the tool use in supervision and additional advanced training as needed.*

**PIP Strategy 5:** Sustain and expand staff/supervisor training.

**Supportive SIP Strategy 1.2** *Review and upgrade as needed concurrent planning practices throughout the child welfare continuum to support on-going achievement of permanency for children. Provide training to social workers. Explore the feasibility of assigning an adoptions worker at detention. Marin County CFS assigns an adoptions worker at the placement review or the Jurisdictional hearing.*

**Supportive SIP Strategy 1.4:** *Provide more knowledge and resources for staff to be able to work with families and foster families on offering increased legal permanency for children. Update information on the difference between foster care, guardianship and adoption to be used as a handout for social workers to be able to effectively explain the different paths to foster parents and families. Train social workers to the permanency options.*

## Marin County CWS/Probation SIP

### **PIP Strategy 1:** Expand use of participatory case planning strategies

**Supportive SIP Strategy 1.3:** *Explore the use of Icebreaker meetings between parents and foster parents to assist with facilitating a relationship between the two. Policies and Procedures have been developed for Icebreakers. All placements will be considered for Icebreakers beginning March 1.*

**PIP Strategy 3:** Enhance and expand caregiver recruitment, retention, training and support efforts.

**Supportive SIP Strategy 1.5:** *Further develop foster homes as “resource families” for all ages of children and develop homes for sibling sets .Marin is working with Seneca, it’s Wrap provider, to develop these homes.*

**Supportive SIP Strategy 1.6:** *Explore the need to offer in-county kin support as many relatives are located out of County.*

**Supportive SIP Strategy 1.7:** *Enhance utilization of the county Family Group Conferencing Program, the **Youth Pilot Program**, to support caregivers to maintain youth who might otherwise move to more restrictive placements*

CWS has chosen the permanency measure, 4B Least Restrictive Placement, relative care as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 2:** Sustain and enhance permanency efforts across the life of the case.

**Supportive SIP Strategy 1.1:** *With Probation explore the feasibility of developing a place where children can go for a short time while a kinship placement is being approved. Consider the development of a 23 hour shelter if there are enough children and families to warrant its use*  
**Marin explored this with Juvenile Probation and decided not to continue with this strategy. Probation youth move directly from Juvenile Hall to their placement. Marin is working with Seneca to develop a home specifically for initial placement when needed. After exploration, Marin believes that it is better for children to move directly to a caring relative or foster home without an interim stay at a 23 hour shelter.**

**PIP Strategy 3:** Enhance and expand caregiver recruitment, retention, training and support efforts.

**Supportive SIP Strategy 1.4:** *Survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers*

Probation has chosen the permanency measure, Family Reunification within 12 months (entry cohort) as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 1:** Expand use of participatory case planning strategies

**Supportive SIP Strategy 1.1:** *Continue the use of a formalized group process for transitioning children from placement within 90 days of planned discharge.*

## **Marin County CWS/Probation SIP**

**Supportive SIP Strategy 1.3:** *Continue to utilize methods for engaging parents in the case plan, in particular engaging Spanish Speaking parent.* Marin Juvenile Services now has a parent group for Spanish Speaking parents. Further work is required to assist them in engaging with the case plan.

**PIP Strategy 2:** Sustain and enhance permanency efforts across the life of the case. Residentially based services reform project.

**Supportive SIP Strategy 1.2:** *Work with group home programs to shorten lengths of treatment and enhance their services to help the child maintain family connections and include the parents and other family members in the treatment.*

**PIP Strategy 3:** *Enhance and expand caregiver recruitment, retention, training and support efforts.*

**Supportive SIP Strategy: 1.5** *With CWS explore the feasibility of developing a place where children can go for a short time while a kinship placement is being approved.* Marin Juvenile Probation explored this with Children and Family Services and decided not to continue with this strategy. Probation youth move directly from Juvenile Hall to their placement.

**Supportive SIP Strategy 1.6:** *Survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers.*

**Supportive SIP Strategy 1.8:** *Partner with child welfare to further develop foster homes as "resource families" for Probation youth.*

### **C. Programs supported by the Child Welfare Services Outcome Improvement Project (CWSOIP) towards Safety, Permanency and Well-Being:**

Probation used the CWSOIP funds to conduct an all-day training for all juvenile staff on Disproportionate Minority contact (DMC). The Burns Institute was contracted to conduct the training. All staff were exposed to the many ways disparity exists in the juvenile system and what can be done to reduce this through the examination of current policies and procedures. Juvenile Probation determined all kids would have better outcomes if staff were better informed about how DMC can be reduced.

In addition, Juvenile Probation purchased laptops for the two placement officers to type their notes and set up video visits (via Skype) between parents and children in group homes which are all located out of County. This allows children and families to stay connected and involved in the child's treatment plan even when transportation is prohibitive of the parents visiting the child in-person.

In the next three years Juvenile Probation intends to focus on the parents/guardians of the children that are in placement. To this end Juvenile Probation is using the money to provide support to parents and children by offering support groups. Probation has two paid facilitators for the two monthly support groups for parents. One group is English speaking one is Spanish speaking. At the meetings the Department provides light food and childcare.

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In the next three years Juvenile Probation plans to help parents with travel costs so they might see their children more frequently enabling continuity of contact. If parents need a parenting class, Juvenile Probation will fund it. If children need extra clothing the Department plans to fund this as well.

**This year, Child Welfare intends to utilize CWSOIP funds to consolidate many of the gains made in the first time period. For instance, CWSOIP funding will be utilized to continue to support our new Ice Breakers Program. This will include facilitation for meetings between foster and biological parents and continued training for caregivers. Marin will continue the collaborative meetings begun in the last period. We will endeavor to institute trainings for line staff as well as supervisors and managers to help end the data errors that continue to color our statistics.**

**Marin Children and Family Services will continue to enhance communication with our foster care givers to assist with placement stability.** To deal with these issues, a foster care collaborative was formed with the assistance of the Bay Area Academy. Marin also utilized these funds to assist with stakeholders meetings for the CSA and SIP.

**CWSOIP funding will continue to support efforts to provide Differential Response to our community.**

**In addition, Marin has struggled with re-entry to care in the last year. Marin CFS will utilize funds to develop a protocol for an administrative meeting prior to beginning a return home from foster care. This will begin with staff work groups to explore the issues and develop a protocol. Marin County will put a structure in place to review each family before children begin to go to overnight visits.**

## D. CWS/Probation SIP Matrix

<b>Outcome/Systemic Factor:</b> S.1.1 No Recurrence of Maltreatment					
<b>County's Current Performance:</b> Between 7/1/09 and 12/31/09 87% of Marin County children who had a prior substantiated CWS report did not experience a recurrence of maltreatment. This is an improvement over the prior year (85.4%).					
<b>Improvement Goal 1.0</b> Improve to a rate of 90% of No Recurrence of Maltreatment, an increase of 3%					
<b>Strategy 1. 1</b> Strengthen communication and positive program service delivery throughout the continuum of child welfare services in Marin County between child welfare, probation and community providers/stakeholders. Implement a regular meeting process that involves prevention through transition to adulthood with all agencies and community stakeholders invited. The purpose of the meeting will be to review trends, programs and services in the community in the prevention of child abuse and neglect (prevention will be present at the meetings) as well as current service delivery of formal child welfare services. CBCAP funds help Marin Advocated support quarterly community meetings.			CAPIT	<b>Strategy Rationale:</b> Enhanced collaboration leading to increased community involvement will lead to enhanced decision making and better service delivery to children and families which will contribute to a reduction in the recurrence of maltreatment.	
		X	CBCAP		
			PSSF		
			N/A		
<b>Milestone</b>	<b>1.1.1 Child welfare began meeting and is having difficulty attracting stakeholders. This effort will continue</b>	<b>Timeframe</b>	<b>Commenced January 2011 and then at least bi-annually and more as needed throughout the life of the SIP</b>		<b>Assigned to</b> CWS Program Manager, Marin Advocates for Children administrator
	<b>1.1.2 As part of the meeting a formal peer review process will be implemented</b>		<b>Commenced January 2011 and then at least bi-annually and more as needed. Once implemented the peer review process will commence at least once each year.</b>		CWS Program Manager
<b>Strategy 1. 2</b> Further enhance implementation and best practice by consistent use of the Structured Decision Making risk and safety tool throughout the child welfare continuum of services			<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Continuing to enhance the consistent safety assessment process will help to identify families who could utilize early intervention, either through CPS or Community Agencies.
			<input type="checkbox"/>	CBCAP	
			<input type="checkbox"/>	PSSF	
			X	N/A	
<b>Milestone</b>	<b>1.2.1 Offer advanced SDM training to staff</b>	<b>Timeframe</b>	<b>Accomplished</b>		<b>Assigned to</b> Training Supervisor
	<b>1.2.2 Use of SDM to inform decision making with</b>		<b>Began January 2009 and continues</b>		



	staff and supervisors during case conferencing				CWS Supervisors- Monitored by Program Manager at twice monthly administrators meetings.
	1.2.3 Use of SDM tool to inform decision making and information in offering voluntary services			Began January 2009 and continues	Monitored by CWS Supervisors in supervision with staff.
Strategy 1. 3 Strengthen the capabilities and capacity of at risk families to adequately parent their children.				CAPIT	Strategy Rationale Adding in-home services to at risk families will assist them in building their parenting capacity to prevent recurrence of maltreatment.
				CBCAP	
				PSSF	
			X	N/A	
Milestone	1.3.2 Implement with Seneca Center the Sustaining Families wraparound program. Working with CWS, Probation and Community Mental Health currently building the program to provide services for up to 24 families.	Timeframe	This is the third year of this program. It is continuing to grow and develop. We currently serve 24 families.		Assigned to Supervisor Monitored by Program Manager Regular reports are submitted regarding progress in achieving outcomes and building to capacity to the Executive team. All but two of the youth served in their homes remained at home. Twenty four families and 47 youth were served

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

Full practice implementation of Structured Decision Making model to ensure consistency and proper use of risk assessment tools.  
Continuation of funding sources to fund Sustaining Families program

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Full and on-going training of SDM

**Identify roles of the other partners in achieving the improvement goals.**

Stakeholder's Committee to assist with targeted practice and service delivery. Identify and communicate to ensure participation.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

Having increased funding for emergency response service delivery would enhance the agency's ability to provide early intervention and capacity building for at risk families so that problems are caught sooner and children do not experience recurrence of maltreatment.

<b>Outcome/Systemic Factor:</b>					
C3.3. Long Term Care, in care three years or longer					
County's Current Performance:					
Between 7/1/09 and 6/30/10 71% of children in foster care for 3 years or longer were then either discharged to emancipation or turned 18 while still in foster care. This was 5 out of 7 children. This is a decline in data from a year ago (60%). As of 3/31/11 this number has returned to 60% (3 out of 5 children) Clearly the small population causes great volatility in the numbers. As in the past all youth emancipated with significant life long connections with their caretakers.					
<b>Improvement Goal 1.0</b>					
Increase the number of children by 2 who are in foster care for two years or longer and achieve either legal guardianship or adoption prior to turning 18 years old.					
<b>Strategy 1. 1</b> Expand and continue usage of SDM risk and safety tools in on-going services.			<b>CAPIT</b>	<b>Strategy Rationale</b> Strengthening the use of the SDM risk and safety tools will assist with decision making in providing early permanency for children.	
			<b>CBCAP</b>		
			<b>PSSF</b>		
		X	N/A		
<b>Milestone</b>	1.1.1 Supervisors to monitor the use of SDM by on-going workers. Require it in supervision meetings.	<b>Timeframe</b>	January 2010 begun		CWS Supervisors – Monitored by Program Manager at twice monthly administration meetings
	1.1.2 Provide further SDM training to on-going workers that supports permanency decisions		Accomplished by January 2011		Training Supervisor – Bay Area Academy. Monitored by the supervisor
	1.1.3 Monitor use of SDM tools by staff in Safe Measures on a monthly basis – train supervisors by January 2011		Accomplished by January 2011		Training Supervisor – Bay Area Academy. Monitored by the supervisor
	1.1.4 Monthly Monitoring by Supervisors began July 2010 to gather information on current practice. Supervisors and staff received advanced training on SDM before January 2011 and are now monitoring SDM usage monthly.		Training was accomplished. Monitoring will continue		Supervisors, Program Manager
<b>Strategy 1. 2</b> Review concurrent planning practices throughout the child welfare continuum to support on-going			<b>CAPIT</b>	<b>Strategy Rationale</b> Targeted early and on-going permanency planning practices will enhance the ability of the Department to	
			<b>CBCAP</b>		

achievement of permanency for children.				PSSF	offer all children a safe and permanent home.	
			X	N/A		
Milestone	1.2.1 Review front end concurrent planning practices such as family finding and recording, assessing for kin placements and implementing a secondary permanent plan.	Timeframe	June 2011		Assigned to	Program Manager and Supervisors
	1.2.2 Further develop targeted family finding efforts by the Department and Marin Advocates for Children		CFS is meeting quarterly with Marin Advocates for Children to strategize. We have been unsuccessful thus far.			Marin Advocates for Children Supervisor
Strategy 1. 3 Explore the use of Icebreaker meetings between parents and foster parents to assist with facilitating a relationship between the two. Strong relationships between caregivers and biological parents support stable placements and the achievement of timely permanency.				CAPIT	Strategy Rationale Developing stronger early relationships between biological parents and foster parents facilitates stability, mature parenting and permanency for children.	
				CBCAP		
				PSSF		
			x	N/A		
Milestone	1.3.1 Explore parameters of ice breaker meetings that other counties are doing	Timeframe	Accomplished. The decision to implement Icebreakers was made.		Assigned to	Licensing Supervisor
	1.3.2 f feasible, create policy and practice for Ice breaker meetings		Accomplished			Program Manager, supervisors
	1.3.3 Offer training if recommended to staff, foster parents and foster family agencies.		Accomplished			Training Supervisor, Bay Area Academy
	1.3.4 The Icebreakers Program will begin implementation by March 2011. Each supervisor will be monitoring cases for compliance and reporting back to the program Managers on a quarterly basis		Accomplished and continuing.			Supervisor
	1.3.5 The Icebreakers Program will keep statistics on outcomes and will be analyzed to determine if the predicted outcomes have occurred		March 2012			Supervisor, Bay Area Academy
Strategy 1.4 Provide more knowledge and resources for				CAPIT	Strategy Rationale	

staff to be able to work with families and foster families on offering increased legal permanency for children.			<b>CBCAP</b>	Additional training and resources will support staff in being able to effectively work with families and foster families in offering increased legal permanency for children.		
			<b>PSSF</b>			
		<b>x</b>	<b>N/A</b>			
<b>Milestone</b>	<b>1.4.1</b> Update information on the difference between foster care, guardianship and adoption to be used as a handout for social workers to be able to effectively explain the different paths to foster parents and families.		July 2011			Training supervisor, program manager
	<b>1.4.2</b> If warranted provide training on the different permanency options to staff.		September 2011			Training supervisor, Bay Area Academy
	<b>1.4.3</b> Explore the use of a tool for supervisors that checks for emotional permanency for children and how to assess for and talk with youth about this. Provide training if needed. If training is needed it will be provided by July 2011. Tools will be obtained or developed by October 2011, after which supervisors will monitor the completion of the tools on a monthly basis during supervision.		December 2011			Training supervisor, Bay Area Academy
<b>Strategy 1. 5</b> Further develop foster homes as “resource families” for all ages of children and develop homes for sibling sets.				<b>CAPIT</b>	<b>Strategy Rationale</b> Having foster homes that are committed to offering permanency for all children will increase the likelihood that children will achieve legal permanency.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			<b>X</b>	<b>N/A</b>		
<b>Milestone</b>	<b>1.5.1</b> Develop specific strategies for working with resource families who want older children	<b>Timeframe</b>	March 2012		<b>Assigned to</b>	Foster family trainer/recruiter
	<b>1.5.2</b> Develop foster homes that are willing to take sibling sets.		March 2012			Foster family trainer/recruiter
	<b>1.5.3</b> Offer specialized training to foster parents that increases their comfort and expertise parenting youth.		March 2012			Foster family trainer/recruiter
	<b>1.5.4</b> Provide services to foster parents so that they are able to take on children with more difficult behaviors, special needs children and		March 2012			Youth Pilot Program Administrator

		sibling sets.							
<b>Strategy 1.6</b> Explore the feasibility of developing a kinship support program for child welfare and probation.						<b>CAPIT</b>		<b>Strategy Rationale</b> Increasing support for kin placements will support family bonding and increased permanency for children.	
						<b>CBCAP</b>			
						<b>PSSF</b>			
				<b>X</b>		<b>N/A</b>			
<b>Milestone</b>	<b>1.6.1</b> Offer support to all kin caregivers living in or out of the county			<b>Timeframe</b>	March 2012		<b>Assigned to</b>	Program Manager	
	<b>1.6.2</b> Explore the feasibility of partnering with other counties for kinship support for kin located out of County. Implement partnering strategies such as referring the caretaker to their home county's KSSP program. If this is feasible and agreeable, an MOU will be done with partnering counties.				Completed by March 2012			Program Manager	
<b>Strategy 1.7</b> Enhance utilization of the county Family Group Conferencing Program, the Youth Pilot Program, to support caregivers to maintain youth who might otherwise move to more restrictive placements						<b>CAPIT</b>		<b>Strategy Rationale</b> Caregivers (including foster adopt and adoptive parents) that are well supported are more likely to provide permanency to the children they care for.	
						<b>CBCAP</b>			
				<b>X</b>		<b>PSSF</b>			
						<b>N/A</b>			
<b>Milestone</b>	<b>1.7.1</b> Work closely with YPP administrator CFRP and admin to formulate a plan for including more foster adopt, kin and adoptive families in YPP			<b>Timeframe</b>	June 2011		<b>Assigned to</b>	Program Manager	
<b>Milestone</b>	<b>1.7.2</b> Begin implementation of plan by identifying at least two caregivers and children to pilot new practices			<b>Timeframe</b>	January 2012			YPP Administrator and CFS supervisors	

Milestone	1.7.3 Track effectiveness of working with these families including their demographics	Timeframe	January 2013	Assigned to	YPP Administrator, CFRP,
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Additional training may be needed as noted above					
<b>Identify roles of the other partners in achieving the improvement goals.</b> Partner with Probation to develop foster family homes for youth along with support for foster families and kinship placements.					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> The regulations on approving emergency kin homes and kin and NREFM homes in general are restrictive and can prevent these placements from happening.					

## CWS/Probation SIP Matrix

<b>Outcome/Systemic Factor:</b> 4B Least Restrictive Placement, Relative						
<b>County's Current Performance:</b> In the six month from 12/10-5/11, the average percentage of youth placed in relative homes was 30%. This is an improvement from a year ago (20%) and meets the goal set in the previous plan.						
<b>Improvement Goal 1.0</b> <b>Maintain relative placements at 30% children and youth in care.</b>						
<b>Strategy 1. 1</b> With Probation develop a place where children can go for a short time while a kinship placement is being approved. Offer services to children, families and kin caregivers to support positive family constellations, stable placements and nurturing relationships.				<b>CAPIT</b>	<b>Strategy Rationale</b> Having a safe place where children can go while a kinship placement is being approved will support practice in this area where more children can be placed with relatives and NREFM.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			X	<b>N/A</b>		
<b>Milestone</b>	1.1.1 Have a strategy meeting with Probation to support the development of a safe place where children can go while relatives are being approved for placement. <b>Meeting occurred, strategy discarded. Probation placements almost always begin with the youth in the hall so an interim placement is not needed.</b>	<b>Timeframe</b>	<b>Accomplished, strategy discarded</b>		<b>Assigned to</b>	Program Manager, Probation Director
	1.1.2 Develop plan for implementing program <b>Strategy discarded</b>					December 2010
	1.1.3 If program is warranted, it will be implemented by December 2011 and monitored by the CFS Program Manager II and the Juvenile Probation Director on a quarterly basis. <b>Strategy discarded</b>		December 2011			Program Manager, Probation Director
<b>Strategy 1. 2</b> Review concurrent planning practices throughout the child welfare continuum to support on-going achievement of permanency for children.				<b>CAPIT</b>	<b>Strategy Rationale</b> Targeted early and on-going permanency planning practices will enhance the ability of the Department to offer all children a safe and permanent home.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			X	<b>N/A</b>		
<b>Milestone</b>	1.2.1 Review front end concurrent planning practices such as family finding and recording, assessing for kin placements and implementing a	<b>Timeframe</b>	June 2011		<b>Assigned to</b>	Program Manager and Supervisors



	secondary permanent plan. Work out practice that works with the County's visitation demands				
	1.2.2 Further develop targeted family finding efforts by the Department and Marin Advocates for Children				
Milestone	1.2.3 Expand the practice of locating out of county relatives and connections for children who enter out of home care by all Social Workers throughout the life of the case until the youth achieves permanency. If the initial exploration completed in 12/2010 reveals a need for training it will be identified and implemented by July 2011.	Timeframe		Assigned to	Supervisors, staff
	1.2.4 Be aware of resources and offer them to relative placements such as the emergency fund, waivers and transportation assistance. This will continue to be accomplished by Management staff proactively informing Social Work Staff and caregivers about such things as the relative assistance funding and AB 490 programs available to relative caregivers. A survey of staff will be done in 10/2010 to verify that they are aware of and offering the resources.				March 2010 on-going Survey completed by 10/2010. Staff have been informed of resources at staff meetings. Articles have been placed in the foster parent assoc newsletter and Program Manager attends monthly meetings with foster parents to inform.
Strategy 1. 3 Deploy resources towards developing and implementing a secondary legal permanency plan for each child in both CWS and Juvenile Probation as they enter the child welfare system.				CAPIT	Strategy Rationale Adding resources toward developing early permanency plans will provide more children with connections to family and to an early permanent plan.
				CBCAP	
				PSSF	
			x	N/A	
Milestone	1.3.1 Evaluate the feasibility of assigning an adoption worker to each child at detention	Timeframe	Accomplished. Adoption Worker assigned after detention hearing		Program Manager, Director
	1.3.2 Have ILP worker develop written information on what services are available to children who have been in the foster care system and disseminate to all CWS and Juvenile Probation social workers. ILP Director is meeting regularly with Juvenile Probation.		Accomplished		ILP Worker

<b>Strategy 1. 4</b> Partnering between CWS and Juvenile Probation, survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers.				<b>CAPIT</b>	<b>Strategy Rationale</b> Understanding the needs and resources of kin_caregivers in Marin County will allow the effective development a kin placement and support program that will assist children in remaining connected to their families and provide for stability and permanency.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			x	<b>N/A</b>		
<b>Milestone</b>	<b>1.4.1</b> Develop a plan for assessing kin and NREFM to assess for their needs	<b>Timeframe</b>	December 2011		<b>Assigned to</b>	Program Manager Probation supervisor
	<b>1.4.2</b> Develop a plan for assessing social worker's and probation officer's needs around accessing kin caregivers		December 2011			Program Manager, Supervisors Probation Supervisor
	<b>1.4.3</b> Working with the Bay Area Academy develop a survey for caregivers to assess their needs. Survey to be completed by June 2012. If focus group is necessary, it will be made up of kin caregivers, CFS staff and school representatives.		June 2012			Program Manager, Bay Area Academy
<b>Strategy 1.5</b> Explore the feasibility of developing a kinship support program for child welfare and probation.				<b>CAPIT</b>	<b>Strategy Rationale</b> Increasing support for kin placements will support family bonding and increased permanency for children.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			x	<b>N/A</b>		
<b>Milestone</b>	<b>1.5.1</b> Offer support to all kin caregivers living in or out of the county.	<b>Timeframe</b>	March 2012		<b>Assigned to</b>	Program Manager
	<b>1.5.2</b> Explore the feasibility of partnering with other counties for kinship support for kin located out of County. Implement partnering strategies such as referring the caretaker to their home county's KSSP program. If this is feasible and agreeable, an MOU will be done with partnering counties.		March 2012			Program Manager

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

More funding may be needed to develop kin caregiver resources and support systems
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>
Training may be needed by staff in how to access and work with kin caregivers
<b>Identify roles of the other partners in achieving the improvement goals.</b>
Working with probation to develop excellent kin care practices and resources as they are developing their program as well
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>
The regulations on approving emergency kin homes and kin and NREFM homes in general are restrictive and can prevent these placements from happening.

<b>Outcome/Systemic Factor:</b> Family Reunification Within 12 Months (Entry Cohort) Probation						
<b>County's Current Performance:</b> From Oct 1, 2008 to Mar 31, 2009 there were two children who entered care, one of them was reunified within the 12 month period and one remained in care. <b>From April 1, 2009 to September 30, 2009, there were three children who entered care; none of them reunified within the 12 month period. This is a decline in performance.</b>						
<b>Improvement Goal 1.0</b> Improve rates of reunification for youth within 12 months from 50% to 60%						
<b>Strategy 1. 1</b> Develop a formalized group process for transitioning children from placement within 90 days of planned discharge.				<b>CAPIT</b>	<b>Strategy Rationale</b> Developing a formalized group process for returning home from placement increases the likelihood that the child and parents will make a successful transition and reunification.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			x	<b>N/A</b>		
<b>Milestone</b>	<b>1.1.1</b> County developing a case conferencing model that includes the parents and child. <b>Monthly placement return meetings are initiated 90 days prior to expected reunification date. These meetings are held at the probation offices and include the parents, child, current probation officer, recently developed "Placement Returns Officer" (who is assigned the case 90 days prior to reunification and will manage the case 90 days upon return, to assist with transition. Too soon to determine success rate but process is being monitored and evaluated by the Probation Supervisor</b>	<b>Timeframe</b>	Completed April 2010		<b>Assigned to</b>	Probation staff, Supervisor
	<b>1.1.2</b> County developing extension of case conferencing model to a formalized discharge planning meeting that includes community providers, parents and child		Completed September 2010			Director, supervisor and staff
	<b>1.1.3</b> Prior to discharge new probation officer to go with placement probation officer to meet the child (either at placement or during team meeting) and develop a relationship prior to		October 2011			Probation staff, Monitored by supervisor

	returning home.					
<b>Strategy 1. 2</b> Work with group home programs to shorten lengths of treatment and enhance their services to help the child maintain family connections and include the parents and other family members in the treatment.				<b>CAPIT</b>	<b>Strategy Rationale</b> Working with group home to focus their programs on maintaining family contact and supporting shorter time periods away from family for children will increase the likelihood of successful reunification.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			X	<b>N/A</b>		
<b>Milestone</b>	<b>1.2.1</b> At the regional meetings for group homes that staff attends have them bring up the issues of maintaining family contact and shorter lengths of treatment. <b>This is monitored through continued discussions between Probation Staff and group homes.</b>	<b>Timeframe</b>	Began October 2010 and continuing		<b>Assigned to</b>	Probation staff
	<b>1.2.2</b> Develop protocols for staff to work with group home. Train staff to work with group homes on maintaining contact and shorter treatment when they are discussing placement and case planning.		Ongoing			Supervisor
	<b>1.2.3</b> County to provide a laptop with a camera for the probation officer's to take with them to placement. Family can come into the probation office and can "visit" with their child via Skype.		<b>Accomplished: Skype has been installed on all probation laptops. There have been issues around group home staff availability to supervise minors while they chat. Almost all parents are visiting their children and are utilizing \$50 gift cards from probation.</b>			Supervisor, staff
	<b>1.2.4</b> Identify two families who would benefit by coming to the office to "visit" with their child via Skype		June 2011			Supervisor, probation officers and mental health staff
<b>Strategy 1. 3</b> Develop methods for engaging parents in the case plan, in particular engaging Spanish Speaking parents.				<b>CAPIT</b>	<b>Strategy Rationale</b> Having parents involved in the treatment/case plan and working on their parenting skills and issues with their child will make it more likely that the family will experience successful reunification when the child returns home.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			x	<b>N/A</b>		
<b>Mile</b>	<b>1.3.1</b> Develop parent support groups both in English and Spanish. <b>These monthly groups</b>	<b>Tim</b>	Began October 2009 and continuing		<b>Assi</b>	Supervisor, mental health staff

	<b>are monitored and evaluated by the Probation and Mental Health Supervisors who attend these meetings. Participation had been acceptable.</b>			
	<b>1.3.2</b> Working with the court develop protocols for parents who participate in services to receive lesser fines as part of the case plan.		August 2011	Director, supervisor, staff
	<b>1.3.3</b> Assist parents with navigating the child support system when they are charged with placement fees if they are participating in services.		June 2011and continuing	Director, supervisor, staff

## CWS/Probation SIP Matrix

<b>Strategy 1. 4</b> With CWS explore the feasibility of developing a place where children can go for a short time while a kinship placement is being approved. <b>Marin explored this with Juvenile Probation and decided not to continue with this strategy. Probation youth move directly from Juvenile Hall to their placement. Marin is working with Seneca to develop a home specifically for initial placement when needed, and believes that it is best for a child to go to a supportive relative or foster home rather than a 23 hour shelter.</b>			CAPIT	<b>Strategy Rationale</b> Having a safe place where children can while a kinship placement is being approved will support practice in this area where more children can be placed with relative and NREFM.	
			CBCAP		
			PSSF		
			x N/A		
Milestone	1.4.1 Have a strategy meeting with Probation to explore the feasibility of developing a safe place where children can go while relatives are being approved for placement	Timeframe	Completed	Assigned to	Program Manager, Probation Director
	1.4.2 If feasible develop plan for implementing program		Not moving forward		Program Manager, Probation Director
	1.4.3 If program is warranted, it will be implemented by December 2011 and monitored by the CFS Program Manager II and the Juvenile Probation Director on a quarterly basis.		Not moving forward		Probation Manager, Probation Director
<b>Strategy 1.5</b> Develop practices for connecting and recording possible relative and NREFM placements for Probation youth.			CAPIT	<b>Strategy Rationale</b> There are no group homes located in Marin County. Placing children with kin for out of home placement would afford the child the opportunity to stay in the community and to work w the parents in accessing services. This would increase the likelihood of early reunification.	
			CBCAP		
			PSSF		
			x N/A		
Milestone	1.5.1 Provide training to Probation officers on how to complete relative and NREFM approval processes. <b>A 2 hour training was conducted in 2010 to Probation by Social Services staff who also provided updated NREFM documents.</b>	Timeframe	Completed	Assigned to	Supervisor, staff ,CWS staff
	1.5.2 Work with intake probation officers to identify kin and family connections that might		Completed, Process developed and continues		Director, supervisors, staff

	offer placement should it be needed and to make them part of the case file. Send out letters to all relative caregivers. <b>Families will complete relative and NREFM form provided to them at intake. The form will be kept in the probation file and the receiving of this information will be documented in casenotes and monitored by Staff, Probation Supervisor, and Director.</b>				
<b>Strategy 1. 6</b> Survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers.			<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Understanding the needs and resources of kin caregivers in Marin County will allow the effective development a kin placement and support program that will assist children in remaining connected to their families and provide for stabilit and permanency.	
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
<b>Milestone</b>	<b>1.6.1</b> Develop a plan for assessing kin and NREFM to assess for their needs	<b>Timeframe</b>	December 2011	<b>Assigned to</b>	Probation Director
	<b>1.6.2</b> Develop a plan for assessing social worker's and probation officers needs around accessing kin caregivers		December 2011		Program Manager, Probation Director, Supervisors
	<b>1.6.</b> Working with the Bay Area Academy develop a survey for caregivers to assess their needs. Survey to be completed by June 2012. If focus group is necessary, it will be made up of kin caregivers, CFS staff and school representatives.		June 2012		Program Manager, Probation Director, Bay Area Academy
<b>Strategy 1.7</b> Explore the feasibility of developing a kinship support program for child welfare and probation.			<input type="checkbox"/> CAPIT	<b>Strategy Rationale Increasing support for kin placemen will support family bonding and increased permanency children.</b>	
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
<b>Milestone</b>	<b>1.7.1</b> Explore the need to offer in-county kin support as many relatives are located out of County.	<b>Timeframe</b>	March 2012	<b>Assigned to</b>	Program Manager
	<b>1.7.2</b> Explore the feasibility of partnering with other counties for kinship support for kin located out of County.		March 2012		Program Manager



	<b>1.7.3 If a willing county is located, develop an MOU to begin sharing that county's kinship support</b>		<b>September 2012</b>		<b>Program Manager</b>
	<b>1.7.4 Develop and commence program</b>		<b>March 2013</b>		<b>Program Manager</b>

<b>Strategy 1. 8</b> Partner with child welfare to further develop foster homes as “resource families” for Probation youth.				<b>CAPIT</b>	<b>Strategy Rationale</b> Having foster homes that are committed to offering permanency for all children will increase the likelihood that children will achieve legal permanency.	
				<b>CBCAP</b>		
				<b>PSSF</b>		
			<b>x</b>	<b>N/A</b>		
<b>Milestone</b>	<b>1.8.1</b> Develop specific strategies for working with resource families who want older children	<b>Timeframe</b>	March 2013		<b>Assigned to</b>	Foster family trainer/recruiter, probation staff
	<b>1.8.2</b> Provide training on strategies for working with older children to staff as necessary		March 2013			Bay Area Academy, Child Welfare staff
	<b>1.8.2</b> Develop foster homes that are willing to take probation children.		March 2013			Foster family trainer/recruiter, probation staff
	<b>1.8.3</b> Explore the feasibility of offering specialized training to foster parents that increases their comfort and expertise parenting youth. If training is warranted it will be offered and completed by March 2013.		March 2013			Foster family trainer/recruiter, probation staff

<b>Strategy 1. 9</b> Develop stronger relationships with ILP coordinator so that when youth return to the community they receive services.			<b>CAPIT</b>	<b>Strategy Rationale</b> Offering youth more services when they return to the community supports successful reunification		
			<b>CBCAP</b>			
			<b>PSSF</b>			
		<b>x</b>	<b>N/A</b>			
<b>Milestones</b>	<b>1.9.1</b> Get the ILP coordinator a list on regular basis of all youth in out of home probation placement and where they are located. The list is being generated by eligibility on a monthly basis and given to the ILP coordinator. This is being monitored on a monthly basis by the Program Manager.	<b>Timeframe</b>	Completed		<b>Assigned to</b>	Probation analyst, probation supervisor, Program Manager

<b>Milestones</b>	<b>1.9.2</b> Placement probation staff and placement supervisor will meet with the ILP coordinator on a monthly basis to discuss probation youth's unique needs and developing programs that can help them make a successful transition. The policy and protocol has been developed for this process and it began in December of 2009. <b>This was explored and is not needed. 1.9.3 fills this need</b>	<b>Timeframe</b>	December 2009	<b>Assigned to</b>	Probation staff, Monitored by CWS Program manager and supervisors
<b>Milestones</b>	<b>1.9.3</b> Continue to Invite the ILP coordinator to the 90 day transition meeting impressing the importance of the meeting for ILP. The policies and protocols were developed for this meeting. A letter is generated for all service providers including ILP and Education to attend the 90 day transition meetings for each youth. <b>The ILP coordinator now attends each 90 day transition meeting</b>	<b>Timeframe</b>	On-going	<b>Assigned to</b>	Program Director, supervisor, ILP contract administrator
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>  Support for kinship and NREFM support may be necessary					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>  Training on family finding and engaging all family members by probation officers may be necessary.					
<b>Identify roles of the other partners in achieving the improvement goals.</b>  Partnering with CWS on developing foster care and kin care placement resources					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>  The regulations on approving emergency kin homes and kin and NREFM homes in general are restrictive and can prevent these placements from happening.					